

Department of
SOCIAL SERVICES
Community Care Licensing

FACILITY EVALUATION REPORT

Facility Number: 602300007

Report Date: 08/03/2016

Date Signed 10/11/2016 11:00:14 AM

STATE OF CALIFORNIA - HEALTH AND HUMAN SERVICES AGENCY FACILITY EVALUATION REPORT	CALIFORNIA DEPARTMENT OF SOCIAL SERVICES COMMUNITY CARE LICENSING DIVISION CCLD Regional Office, 744 P STREET, MS 8-3-54 SACRAMENTO, CA 95814
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FACILITY NAME:	NORMATIVE SERVICES, INC.	FACILITY NUMBER:	602300007
ADMINISTRATOR:	GARY FLOHR	FACILITY TYPE:	731
ADDRESS:		TELEPHONE:	
CITY:		STATE:	ZIP CODE:
CAPACITY:	132	CENSUS:	61
		DATE:	08/03/2016
TYPE OF VISIT:	Case Management - Other	UNANNOUNCED	TIME BEGAN: 09:48 AM
MET WITH:	Gary Flohr, Executive Director; Jeff Johnson, Deputy Director; Kristen Averett, Admissions Director	TIME COMPLETED:	04:30 PM

NARRATIVE

1	On August 3, 2016, the undersigned analyst with the Out of State Certification Unit (OOSCU)
2	conducted an annual inspection of the facility referenced for the purpose of re-certification pursuant
3	to California Family Code section 7911.1(c) et., al.
4	Normative Services Incorporated (NSI,) established in Wyoming in April of 1990, is a private, non-
5	profit agency offering residential care, treatment and educational services for up to a 132 male and
6	female youth ages 12- 17 who present with behavioral and/or mental health challenges. NSI has
7	been certified by the California Department of Social Services, Community Care Licensing Division
8	(CDSS-CCLD) as an out-of-state group home provider since February 15, 2000.
9	
10	The youth in placement are assigned to one of seven homes spread over the campus. At the time of
11	visit, five of the homes were operating. Of the two that were not, one was vacant due to remodeling;
12	the other was not being utilized due to low census.
13	
14	While there have not been any significant programming changes since the facility's last visit by the
15	CDSS, there have been a few organizational/administrative staffing changes:
16	
17	<ul style="list-style-type: none"> • Gary Flohr continues to be the executive director.
18	<ul style="list-style-type: none"> • Jeff Johnson, deputy director (new position)
19	<ul style="list-style-type: none"> • Kristen Averett, admissions director
20	<ul style="list-style-type: none"> • Alisa Brantz, quality assurance
21	<ul style="list-style-type: none"> • Ethan Manning, group living director
22	
23	
24	
25	

SUPERVISOR'S NAME: MaryJo Tobola		TELEPHONE: (916) 263-4723
LICENSING EVALUATOR NAME: Carol Lancaster		TELEPHONE: (916) 838-5751
LICENSING EVALUATOR SIGNATURE:		DATE: 08/22/2016
I acknowledge receipt of this form and understand my licensing appeal rights as explained and received.		
FACILITY REPRESENTATIVE SIGNATURE:		DATE: 08/22/2016

This report must be available at Child Care and Group Home facilities for public review for 3 years.

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VISIT DATE: 08/03/2016

NARRATIVE

1 At the time of visit, nine clients placed by California social services or probation agencies were in the
 2 facility's care. Placing California agencies included: Riverside, Santa Clara, San Luis Obispo and San
 3 Bernardino County Social Services; and Santa Cruz and San Francisco County Probation. Additionally,
 4 the facility had four clients from California who were private (parental) placements (i.e., mental
 5 health/educational or post-adoption.) Other clients in placement were from Wyoming and Montana.
 6 **WYOMING LICENSING INFORMATION:**
 7
 8 NSI is licensed in the state of Wyoming by the Wyoming Department of Family Services. Each of the
 9 seven houses on campus is licensed individually. Current licenses were issued April 15, 2016 and are
 10 good for two years (through April 15, 2018.)
 11
 12 Big Goose (Girls; Capacity 20)
 13 Willow Brook (Girls; Capacity 20)
 14 Riverside (Boys; Capacity 20)
 15 Mountain View (Boys; Capacity 20)
 16 Hillside (Boys; Capacity 20)
 17 Eagle Ridge (Boys; Capacity 20)
 18 Resource Center (Boys; Capacity 12)
 19
 20 Prior to WY licenses being re-issued, WY Licensing conducted a visit on February 24, 2016. Overall,
 21 the review was good although there were a few physical plant deficiencies and one deficiency related
 22 to a policy and procedure non-compliance issue. The report on the evaluation reflected the following
 23 positive information:
 24
 25 • The organization has uniform and systematic policy and procedures to combat suicide
 26 ideation, gestures and self-harm.
 27 • Good communication between staff concerning youth in care.
 28 • Thorough intake assessments and policies and procedures.
 29 • Psychiatric evaluations completed usually prior to student's arrival of shortly after.
 30 • Facility safety plans and crisis prevention and intervention (SAFE method) policies and
 31 procedures are being presented and signed by student, authorized representative and
 32 therapist at (or prior to) intake.
 • Clear policy and procedures concerning have clear conditions in which law enforcement will
 be called.

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**STATE OF CALIFORNIA - HEALTH AND HUMAN SERVICES
AGENCY
FACILITY EVALUATION REPORT (Cont)**

**CALIFORNIA DEPARTMENT OF SOCIAL
SERVICES
COMMUNITY CARE LICENSING DIVISION
CCLD Regional Office, 744 P STREET, MS
8-3-54
SACRAMENTO, CA 95814**

FACILITY NAME: NORMATIVE SERVICES, INC. **FACILITY NUMBER:** 602300007

VISIT DATE: 08/03/2016

NARRATIVE

- 1 • Staff files complete and organized; good documentation related to staff orientation, training,
2 certifications relative to required and pertinent areas.
- 3 • Youth files in exceptional form - - all needed documentation such as intake information,
4 authorized representative (or parent) contact information, medical, educational records,
5 signed notification of rights and grievances procedures as well as awareness of the rules
6 being present and timelines met.
- 7 • Critical incident reporting in full compliance.
- 8 • Adequate policy and procedure for distribution of money and handling of student's accounts.
- 9 • Facility vehicles in proper operating condition with proper maintenance logs, current insurance
10 cards, first aid kits and fire extinguishers present.
- 11 • Medication distribution rules being followed systematically; evidence of medication
12 safekeeping (i.e., properly locked and maintained.)
- 13 • Facility's outdoor area clean, manicured lawn and overall excellent maintenance providing a
14 beautiful and peaceful campus.
- 15 • Other than the noted corrections needed (above), indoor spaces are clean and represent a
16 pleasant, friendly environment.
- 17 • Current fire and health inspections - - all corrective action necessary completed timely.

18
19 Unfortunately, numerous Licensing investigations began to occur after the first part of 2016 and
20 continued to occur up through the time of the undersigned's visit. These investigations were largely
21 prompted from serious incident reports submitted by the facility to WY Licensing (i.e., self-reported).
22 As a result of the reports and investigations, the facility was cited numerous times and required to
23 submit plans of correction. Below is a summary of events and investigations:

24
25 On or about January 16, 2016, NSI self-reported that a direct care staff was alleged to have
26 purchased and given tobacco products (contraband) to residents. NSI immediately placed the staff
27 on administrative leave and his employment was terminated. Investigation by WY Licensing revealed
28 the organization followed all required policy and procedure in place to act accordingly to individual
29 staff poor choices. WY Licensing required no further action or plan of correction on the part of the
30 facility.
31
32

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FACILITY NAME: NORMATIVE SERVICES, INC. **FACILITY NUMBER:** 602300007

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NARRATIVE

1	<u>OTHER ACCREDITATIONS / CERTIFICATIONS:</u>
2	NSI is certified by the Wyoming Department of Health, Behavioral Health Division for service delivery
3	of Residential Substance Abuse Services. This certification is valid through February 28, 2016.
4	
5	NSI is accredited by the Joint Commission for behavioral health care. The facility was last surveyed
6	February 9, 2013, and the accreditation is customarily valid for up to 36 months.
7	
8	<u>SCOPE OF VISIT:</u>
9	
10	• Entrance interview/meeting with Gary Flohr, Executive Director; Jeff Johnson, Deputy Director;
11	Kristen Averett, Admissions Director
12	• Collection of updated facility forms, policies and procedures and critical incidents and
13	investigations occurring over the last year.
14	• Staff interviews and buildings and grounds tour with Ethan Manning, new Group Living
15	Director and Kristen Averett, Admissions Director (who was also acting as Quality Assurance
16	Director, in Alisa Brantz' absence.)
17	• Sample of staff records reviewed.
18	• Sample of client records reviewed.
19	
20	
21	<u>FINDINGS:</u>
22	The facility presented well: Clean, safe, sanitary and in good repair. Records reviewed were also in
23	good shape. What is concerning however is the number and nature of the many different
24	investigations that have occurred since approximately March 2016. While what prompted the
25	investigations was also reported to the CDSS in incident reports, it was WY Licensing that handled
26	the investigations - - a good portion of which did not involve CA foster children, thereby making it
27	more difficult for the CDSS to investigate.
28	
29	While on campus for this visit, WY Licensing and CPS authorities were also on grounds which
30	presented the undersigned with an opportunity to speak directly to them. While the facility has been
31	afforded the opportunity to respond to the numerous citations related to the investigations,
32	acceptance and agreement to the plans of correction presented by the facility to WY Licensing are
	still pending in part.

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1	On or about June 10, 2016, a facility staff prevented a resident from contacting his/her caseworker.
2	Lastly, on June 10, 2016, Wyoming Licensing rendered two additional findings in a report based on
3	the multitude of incidents and investigations that had occurred in a relatively short period of time :
4	
5	1. The facility was accepting youth into their program requiring a higher level of care than the facility
6	is equipped to care for; thus, being unable to maintain a safe facility for youth.
7	2. The organization uses physical restraints as punishment, for the convenience of staff and as a
8	program substitution.
9	
10	<u>FIRE CLEARANCE</u>
11	
12	The facility's most recent fire inspection was conducted by the WY State Fire Marshall's Office on
13	February 8, 2016. The report issued in connection with this inspection cited five violations that were
14	sufficiently corrected prior to the issuance of that agency's final report.
15	
16	<u>HEALTH INSPECTIONS (FOOD SERVICE; WATER):</u>
17	
18	Meals for youth at NSI are prepared in a commercial type kitchen on the NSI campus and are served
19	cafeteria style in an adjoining dining hall. Menus and serving portions are developed utilizing federal
20	guidelines. The kitchen operation and its staff are licensed and under the oversight of the Wyoming
21	Department of Agriculture. The facility's food license is good through June 30, 2016.
22	
23	The facility's well water was last collected and tested by Wyoming Department of Environmental
24	Quality on June 30, 2015 and found to meet recognized EPA standards.
25	
26	<u>SCHOOL ACCREDITATION:</u>
27	
28	Clients at NSI attend an on-grounds school. The school is accredited by the Wyoming Board of
29	Education (last awarded June 5, 2015) and the North Central Association Commission on
30	Accreditation (valid until June 30, 2019). NSI's school is also certified for Special Education by the
31	California Department of Education.
32	

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1	On or about March 8, 2016, two students went AWOL from the facility and were missing for about 30
2	minutes before noticed to be gone. NSI subsequently submitted an updated policy as a plan of
3	correction related to maintaining a control log tracking student movements.
4	On or about April 4, 2016, a staff member improperly restrained a resident resulting in the resident
5	suffering a fractured arm. While the restraint may have been warranted, the single person technique
6	the staff used was not safe and approved of.
7	
8	On or about April 12, 2016, a resident ingested some illicit drugs that he had brought into the facility
9	previously. As a plan of correction, the facility has updated their intake, return to campus and search
10	policy and staff have been retrained in same.
11	
12	On or about May 4, 2016, a similar situation occurred. Benedryl pills were ingested by one or more
13	clients after a client was successful in bringing them in undetected through the intake process. The
14	60 pills were later determined to have been concealed in a sock which was among the client's
15	properly. All clothes brought in by or for clients are now being searched and laundered prior to their
16	return to the client.
17	
18	On or about May 7, 2016, a direct care staff member lost his temper during a difficult physical
19	intervention and punched and kicked the resident involved. When the staff realized what he had done,
20	he immediately fled the grounds. Law enforcement was summoned, his employment immediately
21	terminated and felony child abuse charges are pending. During the same physical intervention,
22	another staff pinned the resident's arm to the floor using his knees (thereby using an unapproved
23	restraint technique.) He was reprimanded and required to reattend SAFE training.
24	
25	In the investigation related to the staff who punched and kicked the resident as described above, WY
26	Licensing discovered that he was not background cleared after the facility was informed via letter
27	that he "may not meet employment eligibility." In this case, it is the facility's responsibility to require
28	the employee to obtain the necessary records which resulted in the given response, present them to
29	his employer, and the employer (facility) is required to follow specific rules and standards should they
30	continue to want to employ him. Because both the employee and facility did not, he should have
31	never been permitted to work alone with clients and be counted in the staff-ratio ratio.
32	

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1 In the meantime no restrictions on new placements have been imposed. The facility is still in the
2 process of responding to findings and violations in the most recent WY Licensing report dated July
3 27, 2016. The facility has until August 27, 2016 to present a plan of correction which WY Licensing
4 will consider.
5 Since the situation between the facility and WY Licensing is still fluid, continued CDSS certification
6 will be approved only so long as WY Licensing continues to allow new placements and does not seek
7 revocation or other administrative action. If such does occur, CDSS certification may be reconsidered
8 and/or revisited and subject to change.
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